

**Muskoka Lakes Township Public Library  
LIBRARY BOARD POLICY**

Policy Type: Governance	Policy Number: GOV-04
Policy Title: Board-CEO Partnership	Policy Approval Date: 01/13/26
Chairperson: Val Duke	Policy Review Date: 01/30

**Intent:**

The Muskoka Lakes Public Library Board (herein after referred to as the Board) has a model of governance that focuses on setting strategic direction and plans. The Board delegates the management of Muskoka Lakes Public Library (herein after referred to as the Library) operations to the Library's Chief Executive Officer (herein after referred to as the CEO). This policy outlines the nature of the Board's relationship with the CEO.

**Regulations:**

In keeping with the Public Libraries Act, RSO 1990, c.P.44 (herein after referred to as PLA), other relevant laws, and good governance practices, the Board retains accountability for the full range of decisions affecting the Library.

**Procedures:**

**Section 1 – Delegation of Authority to CEO**

1. In accordance with the **PLA**, section 15(2), the Board appoints a CEO to provide general supervision and direction of the Library's operations and its employees.
2. As the CEO is the link to Library operations, the Board directs the CEO through:
  - a) decisions made at board meetings, by majority vote
  - b) approved written policies
  - c) approved budgets and plans
  - d) the CEO job description
 Only official decisions of the Board, not those of individual Board members, are binding on the CEO.
3. Within this delegation of authority for operational matters, the CEO will:
  - a) take, or approve, lawful actions in the name of the Library
  - b) take actions consistent with the Board's mission, vision, values and policies
  - c) be responsible for the employment and management of all Library employees
  - d) be responsible for the performance evaluation and appraisal of all Library employees
  - e) design, implement and manage all operational practices and activities (see Appendix A)
4. The CEO will ensure that the Board remains informed on Library matters and will provide assurance that the Library activities are compliant with legal or fiscal obligations.

5. In cases of emergency or special circumstances where it is necessary to act outside the terms of delegated authority outlined here, the CEO is given authority to take such action as necessary to rectify the situation. The CEO is also given the authority to modify any written Emergency or Business Continuity Plans created in advance of this circumstance. All such actions shall be reported immediately to the Chair and then the Board. At all times, the Board retains its authority as employer and the CEO retains authority over Library operations and staff, unless such authority is suspended under federal or provincial legislation.

## **Section 2: Board support for the CEO**

A Board-CEO partnership, rooted in mutual trust and respect, is crucial to the proper governance and overall well-being of the Library. In the same way that the Board relies on the CEO for the information, professional expertise and administrative support it needs to be successful, the success of the CEO depends on support from the Board.

This support includes:

1. an understanding of and appreciation for the breadth, depth and complexity of the CEO's responsibilities
2. moral support during challenging times
3. a willingness to be the public face of decisions that may be unpopular with some stakeholders
4. a collaborative process for establishing mutually agreed-upon annual objectives based on the vision and strategic directions of the Board
5. a performance appraisal process that provides constructive feedback and direction for improving performance
6. a commitment to invest in ongoing training and development for the CEO.

## **Section 3: Evaluation of the CEO**

It is the Board's responsibility to appoint a qualified and competent individual as the CEO. The Board oversees the performance of the CEO and supports the CEO's development. As part of this process the Board and CEO engage in annual performance appraisal, planning and review. This process facilitates communication between the Board and the CEO while ensuring that the Board's priorities are achieved. This policy also sets out the basis for the CEO evaluation.

1. The CEO's performance will be evaluated after the first six months for a new hire, and annually thereafter. To complete this task, the Board will:
  - a) have a current written job description which states the overall responsibilities of the CEO
  - b) develop, with the CEO, performance objectives based on the current strategic priorities of the Board
  - c) appraise the CEO's performance based on the job description, his/her progress towards achieving the Board's priorities, and his/her compliance with Board policies and relevant competencies.
2. Information collected to assess the performance of the CEO may include:
  - a) the annual report from the CEO on outcomes of the previous year's objectives and actions

- b) data on Library performance measures such as circulation, membership, program statistics, collection development, etc.
- c) input from members of the Board, employees and/or other stakeholders

3. The following procedure will be followed to conduct the appraisal:

- a) The appraisal will be completed by the anniversary date of the CEO's employment or a mutually agreeable date when the Library is not under the pressure of high usage.
- b) An Appraisal Committee comprised of all (with a minimum of 3) Board members wishing to participate, will be formed.
- c) Approximately one month before the date set for completion of the appraisal, each committee member and the CEO will receive a copy of the appraisal form.
- d) Each member and the CEO will complete the appraisal form with their personal scores. The Appraisal Committee will hold a follow up meeting within 10 to 14 days for all Appraisal Committee members to review and discuss the appraisal. This highly confidential meeting is for the general sharing of scores and free discussion of any points, including those on which members see the performance differently. Reaching a consensus or agreement is not required.
- e) The scores and comments will be compiled with an average score determined for each point. A zero rating will not be part of calculating the average. A final version of the appraisal form will be compiled with the average scores and a summary of all the comments, as applicable. Personal feelings about the CEO or his/her individual personality traits will not be part of the performance appraisal.
- f) The Board Chair and one other member of the Appraisal Committee will meet with the CEO to review the Board's compiled appraisal and the CEO's completed appraisal. As performance appraisal is an ongoing process, it is expected there will be no surprises for the CEO or the Committee members at this appraisal meeting. At this meeting constructive feedback will be provided and objectives and a learning path for the year ahead will be established.
- g) If there are areas that are identified as needing improvement the appraisal must clearly state where progress must be made and offer training and/or monitoring opportunities to address specific issues. The members of the Appraisal Committee and the CEO will draw up development strategies for moving forward. Work on these strategies will be encouraged and monitored.
- h) If deemed necessary, another Performance Appraisal may be conducted in 3 to 6 months.

4. If the CEO disagrees with the findings of the Board Performance Appraisal, the CEO has the right to prepare a letter of disagreement to attach to the Performance Appraisal. If there is any further action desired by either party the Human Resources policies of the Township of Muskoka Lakes will apply.

5. Once completed, the CEO will receive a copy. Signed copies of the Board Appraisal and the CEO Appraisal shall be filed with the HR department at the Township office.

## Related Documents

MLPL CEO Job Description  
MLPL CEO Evaluation Form  
MLPL GOVBL-01 – Board Bylaws  
MLPL GOV-03 – Purpose and Duties of the Board  
MLPL OP-23 – Procurement of Goods and Services  
MLPL OPHR-02 – Human Resource Management  
MLPL OPHR-03 – Staff Development and Performance Appraisal  
Public Libraries Act, R.S.O. 1990, c. P44

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## Appendix A Delegation of Authority Framework

The following table provides a summary of the range of decisions and authority that clearly defines the decisions that are reserved by the Board and those that the CEO/staff may make.

Approval/Decision	Board	CEO (or designate)
<b>Purchasing/Finance</b>		
Set new or modify purchasing and contracting policies	x	
Review and recommend annual Budget Estimates to Township Council.	x	
Approve general expenditures as per the MLPL Procurement of Goods and Services Policy OP-23 including, but not limited to: <ul style="list-style-type: none"><li>• Operational expenses</li><li>• Single or multi-year tenders or contracts per vendor</li><li>• Software license agreements</li></ul>	\$10,000 and above	Up to \$9,999 (including GST/HST)
Exercise approved spending authority for library materials (collections) up to the annual <u>approved</u> operating and capital budgets.		x
Sign contracts for projects once required Board approval is obtained		x
Apply for grants and other funding		x
Approve and execute agreements with the federal and provincial governments.		x
Approve staff attendance at conferences and conventions		x
Approve Board attendance at conferences and conventions	x	
<b>Policies and Plans</b>		
Approve Muskoka Lakes Public Library Board policies	x	

Approve Muskoka Lakes Public Library Strategic Plan	x	
Report on strategic plans to Council and community	x	x
Report on operational matters for key services as per the delegation of authority		x
Develop and maintain an emergency measures plan		x
Permanently close branches	x	
Temporarily close branches or services		x
Approve sites for new branches or kiosk services	x	
Approve website designs and modification		x
<b>Human Resources</b>		
Recruit and dismiss the CEO; monitor and evaluate the performance of the CEO.	x	
In accordance with the Township's Human Resource policies, set general compensation policies for the Library including assurance that the Pay Equity Plan is maintained	x	
Set the organizational structure for the organization and the number of staff		x
Hire, promote, suspend, dismiss and manage individual staff		x
Assess the performance of individual staff		x